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Development of a Special Events Planning Guide for Public Agencies

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ABSTRACT

Planners of the ten days of celebration of the Centennial of the National Forest System that took place in Cody, Wyoming, found that very little agency reference material was available to help them plan the event. Although special events are used extensively in the U.S. Forest Service to communicate messages, there is little guidance. To help fill the void, a guide was developed that is usable by practitioners in the field. It is based on experience and knowledge gained from the Centennial planning. Complicated special event planning is broken down into eight keys to success. Thirteen pages of detailed checklists are also included. A training course to help potential special event planners has been developed.

BACKGROUND

The U.S. Forest Service uses special events as a tool to communicate messages and draw attention to programs or places that may not otherwise receive public recognition. Many of these special events are related to recreation projects and developments.

The Rocky Mountain Region has recently hosted or co-sponsored dozens of special events aimed at expressing clear messages to the public about recreation programs and opportunities. They include:

* 1989 World Alpine Ski Championships - White River National Forest
* 1989 25th Anniversary of the establishment of the Wilderness Preservation System
* 1990 World Disabled Ski Championships - Arapaho and Roosevelt National Forests
* 1990 World Mountain Bike Championships - San Juan National Forest
* 1991 Dedication of the Clarks Fork Wild and Scenic River - Shoshone National Forest.
* Several Scenic Byway dedications
* Large trail volunteer projects
* 1992 Ground breaking for the Wall Visitor Center, Wall, SD.

These are only a few. Many occur in the region every year. Most involve important partnerships. Each special event required extensive planning and, because of their high visibility, they all had high risk for embarrassing mistakes.

In the fall of 1991, I was asked to visit the Shoshone National Forest to assess the progress they were making in planning the national celebration of the Centennial of the National Forest System.

The Shoshone NF near Cody, Wyoming, was part of the very first forest reserve set aside by President Harrison in 1891. The U.S. Forest Service determined that Cody, Wyoming, would be the focal point for a major celebration in the summer of 1991. Long range plans for the celebration had been developed in 1989. It was to be the largest and most ambitious special event ever undertaken by the Forest Service.

The Shoshone NF has a small staff, and it was apparent that they would need some help to organize, plan and implement the celebration. In December 1991, the decision was made to send me to Cody to support the planning effort. The Centennial event was to take place in six months. Ten days of events were to be planned, including a major exhibition at the Buffalo Bill Historical Center, a huge birthday party, a public National Forest System re-dedication and barbecue, parades, mule competitions, and more. President Bush was invited to deliver a major environmental message.

While preparing to move to Cody, I recognized the potential for using this project as a basis for my long overdue Clemson project. I knew that I would learn a tremendous amount and the new knowledge and experience gained could be documented for others to use in the future. I made plans to find available reference materials and accumulate samples and experiences that would be part of the project. I had been involved in portions of special events in the past, but I certainly wasn't an expert on special event planning.

I learned that little agency reference material on event planning was available in the U.S. Forest Service Handbook system. There was a definite void that needed to be filled.

DEFINITION OF A SPECIAL EVENT

For use in this paper, a special event is defined as:

A staged ceremony or function intended to draw attention to a message or place.

Special events:

- involve prominent dignitaries,
- attract large numbers of people,
- perform ceremonies and speeches,
- require special planning,
- are not routine,
- attract media attention.

EXAMPLES OF SPECIAL EVENTS

Dedications	Forums
Ground Breakings	Concerts
Anniversary Celebrations	Re-enactments
Parades	Performances
Competitions and Contests	Reunions
Open Houses	Large Volunteer Projects
Festivals	Complex Meetings or Training
Parties	Special Observances
Banquets	Theme Days
Award Ceremonies	Opening Celebrations
Fund Drives	Landmark Occasions
Trade Shows	Fairs
Conventions	Large Conferences
Telethons	Press Conferences
Ceremonial Appointments	Honorary Degree Presentations
Organized Protests	Inaugurations
Seasonal Celebrations	Homecomings

PROBLEM STATEMENT

Although public agencies plan hundreds of events each year, very little of the technology and experience gained is documented or transferred to others. Much of the information about event planning that is available is not very well suited to public agencies that have stringent fiscal regulations and small budgets. The extensive USFS Directives and Handbook System has no information on planning special events. There are a few checklists and journal articles available on event planning, but it is very difficult to find references about basic concepts that make special events successful. Although special events are used extensively by many public agencies, they have not gotten the recognition and priority they deserve because of the special nature of the projects.

OBJECTIVES OF THIS PROJECT

To produce a written reference guide for planning special events that is suitable for public agencies.

To develop basic, understandable concepts of event planning and include them in the reference.

To consolidate and expand existing checklists suitable for event planning.

To evaluate the Incident Command System for use as an organizational system to use for planning and implementing special events.

To elevate awareness of the power of the special event as a public relations tool.

To develop a training program that teaches the basic keys to success for special event planning.

PROJECTS TO ADDRESS THE PROBLEMS

The following are projects that were used to address the problem statement.

Obtain supervisor's concurrence to develop a guide to planning special events for public agencies to fulfill the field project requirements for the Clemson Professional Development Program, Outdoor Recreation Management.

Consolidate knowledge and lessens learned from planning the Centennial celebration in Cody into a few basic concepts or keys that are common to all special events.

Using the guide, develop and present a one day training course which identifies and teaches basic event planning concepts.

Test the Incident Command System (ICS) for suitability and effectiveness for planning and implementing special events.

PROCESS USED TO MEET THE OBJECTIVES

In January 1991, a literature search was requested and received through FS INFO, U.S. Forest Service, Rocky Mountain Station. Little helpful and pertinent reference material was available.

A public affairs specialist was hired to develop public affairs plans, invitations, protocol, promotions, media relations and partnerships for the upcoming National Forest System Centennial celebration in Cody. Scott Fitzwilliams, a recent graduate student who had been working as a temporary employee in public affairs in the Rocky Mountain Region filled that position. Scott co-authored *Keys to Successful Event Planning: Your Guide to Special Events* and was instrumental to the success of the celebration.

Consultants Bill and Paula Woodward who own and operate a company in Buffalo, Wyoming called Wordsmiths, were retained to develop a preliminary special event plan. They have extensive experience in

planning, promoting and implementing special events and media relations. Their advice and guidance were a major contribution to the knowledge and experience gained during the celebration and became the foundation for the *Guide.*

The Incident Command System was set up to plan and manage the celebration. Carl Wolf and Curt Bates from the Custer National Forest in Billings, Montana were asked to coach and train persons in the ICS organization. The coaches kept the planning team on track and provided vital criticism for future reference.

Detailed systems were established to collect records and files for future reference. These records and files were helpful to document the lessons learned.

Additional reference materials, checklists, and advice was sought from many sources throughout 1991. The planners of the 75th anniversery of Mount Rushmore National Monument were contacted to ask what they were using as references to help them plan their event. They also had found there is very little usable information available. A helpful checklist was obtained from the Public Affairs Office, Northern Region of the USFS.

After the Centennial celebration in Cody was over, the Forest conducted a two day critique to determine important lessons learned, what should have been done differently, what worked, what went wrong, etc. The results of the critique were extremely helpful for compiling the *Guide*.

The wealth of information and knowledge that was gained during the Centennial planning was condensed into eight keys to successful event planning. These basic concepts became the basis for the development of reference and training materials.

Key 1 - Set Clear Objectives
Key 2 - Establish an Appropriate Organization
Key 3 - Develop a Detailed Event Plan
Key 4 - Develop a Public Affairs Plan
Key 5 - Involve the Community
Key 6 - Seek Partnerships
Key 7 - Have Fun
Key 8 - Anticipate That Something Will Go Wrong

A draft of the reference guide, *Keys to Successful Event Planning: Your Guide to Special Events*, was developed as a teaching aid to present two one-day training courses at the Eastern Region University, January 21 - 31, 1992. Over 70 USFS employees attended the course and expressed appreciation for the opportunity to learn about the important planning concepts. The course critique and comments were very helpful in rewriting and revising the *Guide*.

A video, *Celebrating the National Forest Idea*, was developed to award the participants in the Centennial celebration for their hard work and to provide an overview of the entire ten days of activities. The video stresses the lessons that were learned and the value of this special event.

CONCLUSIONS

These conclusions were reached after more than a year of planning, implementing, researching and writing about special events.

1. Special events are powerful tools for communicating messages.

2. The impact of planning and implementing special events on the field units has not been determined and may not receive the recognition that it deserves.

3. There is a need for reference materials that can be used as a guide to planning special events.

4. Complicated and detailed special event planning can be broken down into understandable concepts.

5. There is a need for more training about how to plan and implement special events.

6. The Incident Command System is an effective and efficient way to organize planning and to implement special events.

APPENDIX

A. References

B. Special Events Training Course Outline

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PLANNING SPECIAL EVENTS:
A SHORT COURSE

by Lynn Young and Scott Fitzwilliams

Course Objective: To introduce basic event planning concepts and provide future reference materials to enable students to successfully plan and implement special events.

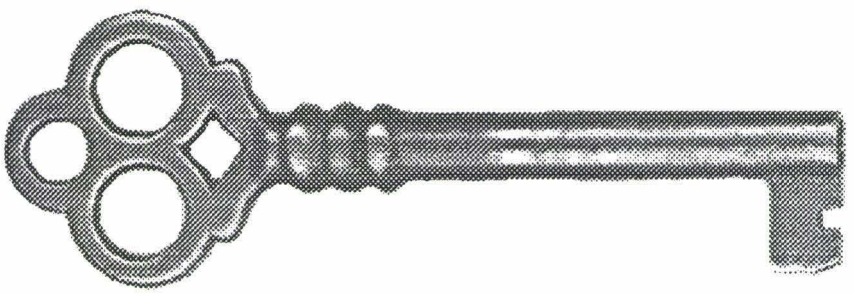
Students will learn and discuss eight keys to successful special event planning and receive a reference notebook containing explanations, check-lists and sample material.

The instructors will use a combination of lecture, example, video, slides and group exercise to insure the eight keys to success are understood.

AGENDA

25 min.	Introduction Course objectives Ground rules Define special events Introduce reference materials
30 min.	National Forest Centennial video...a case study
30 min	Discussion of example special events
3 hours (includes break)	EIGHT KEYS TO SUCCESS
	Key 1 - Set Clear Objectives
	Key 2 - Establish an Appropriate Organization
	Key 3 - Develop a Detailed Event Plan
	Key 4 - Develop a Public Affairs Plan
	Key 5 - Involve the Community
	Key 6 - Seek Partnerships
	Key 7 - Have Fun
	Key 8 - Anticipate That Something Will Go Wrong
2 hours	Group Exercises
1 hour	Review of Exercise and Wrap-up

Keys to Successful Event Planning



Your Guide to Special Events

Special events must be done well or not be done at all.

April 1992

KEYS TO SUCCESSFUL EVENT PLANNING

Your Guide to Special Events

For Use by Public Agencies

By Lynn Young
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Jackson, Wyoming

April, 1992

This guide was developed to partially fulfill requirements for the Professional Development Program for Outdoor Recreation Management, Clemson University.

Content Summary

Introduction

What is a Special Event?
- Examples of Special Events

Content Summary

Key 1 - Set Clear Objectives
- Stop! Think
- Objectives
- Mission Statement
- Identify and Define Your Audience
- Select an Appropriate Event
- Know the Expectations of Key Players
- Evaluate Your Resources
- Checklist
- Samples

Key 2 - Establish an Appropriate Organization
- Timing
- Size of the Organization
- Delegation of Authority
- Functions of Your Organization
- The Incident Command System (ICS)
- Special ICS Considerations
- Define Organizational Responsibilities
- Selection of Organization
- Stroke the Staff
- Checklist
- Samples

Key 3 - Develop a Detailed Event Plan
- Why is a Plan Needed?
- Additional Uses for the Event Plan
- Event Plan Purpose
- How to Develop a Plan
- Details, Details...Plan a Walk-through
- Master Schedule of Events
- Finalizing the Plan
- Daily Plans
- Demobilization
- Documentation
- Critique
- Checklist
- Samples

Key 4 - Develop A Public Affairs Plan
Key Tasks and Completion Dates
Formulation and Distribution of Informational Materials
Invitations to Special Events
Event Area or Platform
Protocol
Media
Checklist
Samples

Key 5 - Involve the Community
Involve the Community in the Planning Process
Take Advantage of Community Resources
Coordinate With Other Events
Checklist

Key 6 - Seek Partnerships

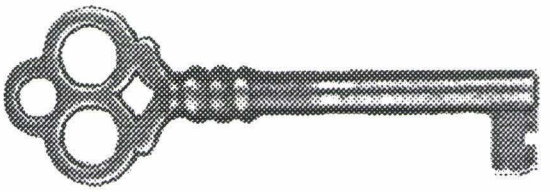
Partnerships Help Overcome Obstacles
Where to Look for Partners
Know the Expectations of Partners
Partnerships Are Like Bank Accounts
Publicize Your Partnerships
Get Your Agreements Specialist Involved
Checklist
Types of Agreements

Key 7 - Have Fun
Build Fun Into Your Event During the Planning Process
Checklist

Key 8 - Anticipate That Something Will Go Wrong
Watch Out for "Alligators"
Checklist

Bibliography

Appendix
A. USDA Forest Service - Northern Region Checklist for Dedications and Special Events.



KEYS TO SUCCESSFUL SPECIAL EVENT PLANNING

Introduction

In 1991, the U.S. Forest Service planned and implemented a 10-day special event in Cody, Wyoming, to celebrate the centennial of the National Forest System. A tremendous amount of experience and knowledge was gained during the planning. Much of the event planning information that is available is not applicable to government agencies that have stringent fiscal regulations and minimal budgets. This guide was developed to help fill the apparent void of special event planning information for federal agencies. Some of the most important lessons learned are described in this guide.

Staging a special event is an excellent tool for communicating ideas and bringing attention to projects and agencies. It creates a forum for face-to-face communications. Whether planning a dedication, ribbon cutting, ground breaking, or a parade, special events have basic similarities. They should be done well or not at all. Special events should move like clockwork (Fazio 1986).

This guide outlines some of the "key" principles to special event planning that are valuable for use by public agencies. It is not meant to be all encompassing or the final word. It is a series of concepts, ideas and reference materials to help successfully plan and implement special events. It is not a step-by-step "cookbook." It is designed to be changed, updated, or scribbled on. Refer to it when you are asked to head up an event or give advice on event planning.

The guide is organized into eight keys to success. Each key has an explanation and a checklist. Attached to several of the keys are samples to use as guidelines for implementation.

We would like to thank the staff of the Shoshone National Forest, Bill and Paula Woodward (Wordsmiths, Buffalo, Wyoming) and the many others that have contributed advice and reviewed this guide.

WHAT IS A SPECIAL EVENT?

For use in this guide, a special event is defined as:

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- attract large numbers of people,
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EXAMPLES OF SPECIAL EVENTS

Dedications
Ground Breakings
Anniversary Celebrations
Parades
Competitions and Contests
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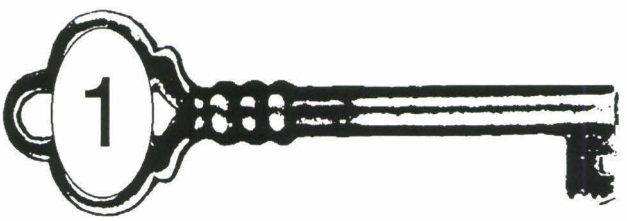


KEY 1 - SET CLEAR OBJECTIVES

Why are you planning this event? You need to have a clear understanding of what you are trying to accomplish and predict the payoff. Special events are a form of publicity and an excellent way to create a forum for face-to-face communication. Find some creative people and ask them to help brainstorm initial ideas. The messages to be communicated should be thought out and written down. A mission statement should be developed. Select an event that will communicate the message and motivate behavior. Expectations of the key players and partners should be identified. Resources needed to stage the event should be analyzed and weighed against the benefits. The intended audience must be defined and evaluated. Assure the expected results outweigh the cost and time of planning and implementing the event.

KEY 1 - SET CLEAR OBJECTIVES

STOP! THINK!

Do you really want to do this? Even small events take lots of time, energy and money. They're fun, but they're a hassle. You won't know if all the work has been worth it unless you set objectives and then measure the results against those objectives.

OBJECTIVES

Communication of a message and encouraging desired behavior should be the reason you are planning an event. Put a team together and brainstorm the message you want to send. Be realistic. You can plan an event around almost anything, but you must have the specific message clearly in mind from the very start. What does your agency want to say? What do you want people to do about it? You are trying to attract media and visitor attention and create a teachable moment or triggering event. Write the message and desired behavior in the form of achievable objectives.

You should think about what you will motivate people to do. You must build a personal relationship with people before you can motivate them to behave in certain ways. The special event is a powerful communication tool because it provides an opportunities to establish face-to-face personal relationships. People can see and talk to each other, ask questions and discuss issues. How people think and feel is not important unless it makes them behave in certain ways (Jackson 1992).

Write the objectives down. Make sure management has input and knows what they are. Put them up on the wall and refer to them often. When you brainstorm great ideas and carefully plan imaginative activities, check them against your objectives. When it's all over, once again look to see if you accomplished what you set out to do.

MISSION STATEMENT

You must be convincing, concise and speak with a single voice. During the course of your planning you will have ample opportunity to explain why you are staging the event. This explanation is your mission statement. It is a clear statement of the significance of the event and the message you want to send. It should answer the question, "SO WHAT?" It is not a description of what is going to happen, but rather why it's happening and the expected results. You will use the mission statement in letters, explain it to the local community, write it in news releases, invitations, and promotional materials, use it to seek partners and explain it to your boss. You will have to use it over and over. Others will need to use it, too.

The mission statement must be written down. Distribute it widely and always carry it with you. You may want to have a 50 word version, a one page version and a 500 word version. Be prepared to fall back on it at the drop of a hat. The mission statement is difficult to write but worth all the time spent on it.

IDENTIFY AND DEFINE YOUR AUDIENCE

You will need to target an audience to get the results you expect (Jackson 1992). Who are you doing this for? Is it for kids, adults, visitors, partners, permittees, politicians or special interest groups? Is it for those who attend the ceremony or for those who read about it or see it on television? Will someone oppose what you are doing? How will you get the right people there? Will the event be important enough to attract the attention of the groups and organizations you wish to reach? How many people will show up? Spend some time analyzing your audience. It will help you target publicity as well as help you plan logistics, program, budget, etc. Knowledge of your audience will increase your chances of success.

KNOW THE EXPECTATIONS OF KEY PLAYERS

There is no better way to find out expectations than to ask. Your event will involve your agency people, your boss, the local community, partners, dignitaries, politicians, and more. Each will have expectations that may be somewhat different from yours. Either through interview or questionnaire ask each of the major players what they expect to get out of the event. What's in it for them? Do they want publicity? Or better relations with the local community? Do they have some fears about the event? Are there sensitive issues you should know about? Your ability to meet the many expectations relies greatly on your knowledge of what everyone wants. It will be a tremendous relief to you when you know what is expected. Never assume...always ask!

SELECT AN APPROPRIATE EVENT

Frankly, most events are boring. Yours must attract attention of those you want to reach. It must be interesting, entertaining and dramatic enough to hold the attention of the audience (Paulino 1977). Now is the time to think about the scope of the event and what you are going to stage. Using your objectives and expectations, brainstorm some basic ideas. Be imaginative and creative. Try to breathe some life into it. Try to think of gimmicks and stunts. Your event will be competing with other choices. Make yours significant. Make it warrant the time, effort and cost. It must be convincing enough to create a desire in people to respond in some way, either to make a decision, to join or participate, or make a contribution.

Appeal to the senses. Food, music, livestock, beautiful scenery, competition, and the odd and unusual are all winners. Toy with ideas that use motion, sound, smells, audience participation, colors, etc. Think BIG! You can always trim it down later. Kick around outrageous ideas before you zero in on the implementation. Use "soft" thinking. Don't worry about how to implement these ideas yet. Imagine something that's never been done before. Plan something you think is fun or entertaining.

Would you want to go to the event if you didn't have to? Review the elements that make "news." It will help suggest what attracts the media. Consider free prizes, contests, craft sales, free refreshments, rides, etc. Your event must be publicized through communications media to arouse interest. Think about what would make a good story.

EVALUATE YOUR RESOURCES

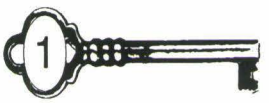
Do you have time and resources to do it right? Staging an event requires skill, intelligence, imagination, thorough preparation and good timing (Heibert 1981). Evaluate your resources. What will it take to plan and implement the event? Do you have what it takes? Most people, especially managers, have no idea of the complexity and length of time it takes to stage an event, even a small

one. Planning will take lots of time, and no matter how prepared you are, there will be urgent and last minute changes that will make planners and managers up tight. Is there enough staff help to make it work? Hundreds of details need attention. Committees need to be set up and relied upon. Extra effort will be required. Staging special events is expensive. They cost more than most people realize. Do you have enough money? You may have to seek partners to help provide resources. You may want to consider hiring a consultant that has experience in special event planning. You don't have to work out every detail at first, but you must know if you've got the commitment and resources to do the special event right. **REMEMBER, the event must be done well or not be done at all** (Fazio 1986).

KEY - 1 Set Clear Objectives

CHECKLIST

- ☐ Write measurable objectives for staging the event. Be realistic.
- ☐ Get agreement and approval of the objectives by management.
- ☐ Develop a clear message to be communicated by the event.
- ☐ Decide what behavior you are trying to trigger.
- ☐ Develop a short, written mission statement explaining the meaning and significance of the event.
- ☐ Identify the target audience for which your message is intended.
- ☐ Estimate the number that might attend and who they might be. External and internal audience should be considered.
- ☐ Identify groups or individuals who will oppose your message or event and anticipate the problems it might cause.
- ☐ Select an event that will meet your objectives and communicate your message. At first make a general proposal, not a detailed plan.
- ☐ Would you want to go to the event if you didn't have to?
- ☐ Will the event attract the attention of the media?
- ☐ Identify your key players, such as those who have asked you to plan the event, those paying for it, dignitaries, politicians, members of the local community, agency officials, etc.
- ☐ Identify the specific expectations of all the key players. Find out what's in it for them and what might be sensitive or important.
- ☐ Estimate the time required to plan the event. Are you already too late?
- ☐ Estimate the number of people that will be required to plan and stage the event.
- ☐ Estimate the cost of staging the event.
- ☐ List possible partners that could provide resources.
- ☐ Make a determination whether there is enough commitment and resources to stage the event.



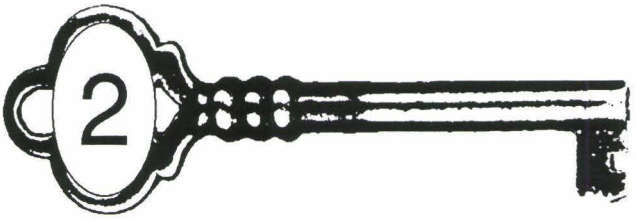
KEY 1 - SET CLEAR OBJECTIVES

SAMPLES

Special Event Objectives

Mission Statement

Expectations Questionnaire



KEY 2 - ESTABLISH AN APPROPRIATE ORGANIZATION

Even a small event requires attention to hundreds of details. You will need help. Establish an organization structure that is flexible, dynamic and large enough to do it right. Consider adapting the Incident Command System organization. Get the written authority needed to do the job. Get the commitment from management necessary to recruit needed help. You will supervise people you don't normally have any authority over. You will need to carefully choose a staff do the planning and recruit some additional help to implement the event. Determine who is responsible for what, and write it down. Keep your staff motivated and recognize their value.

KEY 2 - ESTABLISH AN APPROPRIATE ORGANIZATION

TIMING

It is not unusual to start planning more than a year in advance of large events. Define your organization as soon as you can. The size and scope of the event will help determine what is needed. It takes a long time to get all the necessary work done. If you plan to have dignitaries, special programs or advance publicity, you need to get your organization established as early as possible.

SIZE OF ORGANIZATION

To spread out the workload, it's best to organize your help into committees and make them entirely responsible for portions of the event. The size of your organization, of course, depends on the size and scope of your event. If you are planning on an afternoon tea for the county commissioners, you can probably plan the whole event by yourself. But if the President of the United States is coming, you'll need some help. Event planning takes more work then most people realize. Get plenty of help. Put people in charge of something, and let them know what you expect. Get the commitment you need from each of your helpers and their supervisors.

DELEGATION OF AUTHORITY

One person must have the overall responsibility for the entire project. If you plan to use other employees to help you, or you need resources or money you don't already have, you will need a delegation of authority. You will be making assignments, requests, demands and pleading for assistance from people that you don't normally have authority over. Get authority in writing from someone that has enough authority to help you. It should specify what authority you have, the dates you have that authority, and your responsibilities. It should specify your limitations and "marching orders." It should list the objectives of the event. You will have to write this for someone's signature. Make sure it has the "teeth" to help you make the project work. This is your "credential" that you may use over and over to recruit employees, get extra vehicles, persuade office staff, etc.

FUNCTIONS OF YOUR ORGANIZATION

There are at least seven functions of an organization that need to be implemented (USDA Forest Service, Fireline Handbook). Decide how to best organize the work that needs to be done.

- **Logistics** - This can be the most difficult job. It includes arranging for all the facilities, communications, transportation, purchasing, storing, hauling around, setting up, cleaning up, security and more.
- **Planning** - This is a long term project and just about everyone in the organization will be doing lots of planning. All information needs to be put in one plan and continually updated. In addition, people and resources need to be checked in, tracked, assigned, and returned. Records need to be kept, notes taken, clerical work accomplished, meetings conducted, etc. Demobilization, tracking who attended, writing thank you letters, and processing performance awards are important functions of planning.
- **Budget and Finance** - A budget must be prepared and monitored. Agreements may need to be written and executed. Procurement payments will be processed, costs analyzed, and more.
- **Public Affairs** - The event will need to be promoted, brochures and programs produced, media recruited and supported, photos taken, news releases written, etc.

- **Safety** - Someone needs to think about safety and be responsible to keep the attention focussed on a safe project.
- **Liaison** - Most events will involve other entities such as the community, both in planning the event and by lending services such as traffic control, fire protection or whatever. Someone will need to coordinate the event with other agencies, local governments and the community.
- **Implementing the Event (Operations)** - Someone needs to be responsible for actually putting on the event. Resource needs must be identified, chairs set up, sound systems operated, tours conducted, and the event pulled off.

THE INCIDENT COMMAND SYSTEM (ICS)

An organizational structure that is in place, generally understood by many, and works well for organizing all the details that need attention is the Incident Command System (ICS) that is used for fires and other emergency situations. **The same characteristics that makes ICS effective for managing incidents makes it especially good for managing staged events.** Flexibility is built in to meet varied situations. The organization can be big or small depending on the need. ICS puts one person in charge and requires that person to get the authority needed. In the ICS system, people are accustomed to working for someone other than their regular boss. There is easily obtainable ICS reference material that you can use to write job descriptions and charts for your organization. Many people already know the ICS organization and will understand how it is used. Many ICS forms are helpful and will save you time. Consider adding an ICS coach to your team to critique your organization and give advice as you go along. You certainly don't have to use ICS, but it may be easier then inventing your own organizational structure.

SPECIAL ICS CONSIDERATIONS

You need to recognize that there are modifications needed to the typical emergency application (USDA Forest Service, Critique)**.** Planning a special event is much different then putting out a fire. The planning is different, the skills needed are different, and the objectives are different. But the ICS organization will work well.

- You will have no emergency authorities. Don't expect your business management people to jump through hoops because you ask.
- No "Red Cards" are required. Many people involved will not have a background in ICS. Some training in use of the ICS system may be needed.
- Choose understandable job titles. If someone is in charge of the music at your event, don't call them a strike team leader. How about "Band Coordinator?"
- You will have a need for non-traditional positions. You may not need a Helibase Manager, but you may need a VIP Escort Coordinator.
- All functions of the organization will be responsible for long term planning. You can't count on the planning section to do it all. The operations and logistics sections will do just as much planning as the planning section.
- Participation doesn't end after 21 days. For many, the planning may require months of commitment.

DEFINE ORGANIZATIONAL RESPONSIBILITIES

Make an organization chart so each person can determine where they stand in regard to others on the team, and to make sure all positions and details are covered. Write down responsibilities of the people you have asked to help you. Since most agency people don't plan special events very often, you can't expect everyone to feel comfortable with their assignment. A

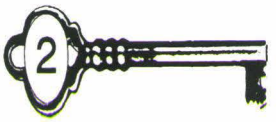
written description really helps. The "Fireline Handbook" is a great resource. For many positions, you need change only a few words.

SELECTION OF ORGANIZATION

Technical ability is not nearly as important as personal commitment and willingness to participate. As with any management situation, your choice of staff is very important. Since many of the jobs are so non-traditional, look for someone you can depend on, and not so much for someone who knows the job. Will they drop their regular job to help you? Will their boss let them spend the time necessary? Can they handle two jobs at once?

STROKE THE STAFF

Your success depends on how well the people helping you do their job, so it's worth some extra time to recognize their contribution. Often, planning a special event intrudes on the regular work of your "temporary" staff. They weren't hired for this. It's not in their job description. The time they spend on your project puts them behind in their "real" work. They may not be accustomed to the high visibility and the pressure that often is associated with a special event. It will be your job to keep them motivated and to assure they are getting the recognition they deserve for the extra effort. Think of ways the work can be fun and rewarding. Continually pump them up. Let everyone know what's going on. Keep their "real" bosses updated. Show them how much you appreciate their help.



Key 2 - Establish an Appropriate Organization

CHECKLIST

- ☐ Determine the authority you have or will need to stage the event. Be sure there is concurrence at your headquarters.
- ☐ Get a written delegation of authority that gives you "marching orders" and lists the objectives of the event.
- ☐ Plan an organizational structure that will cover all the planning and implementation functions.
- ☐ Define organizational responsibilities and write a job description for each.
- ☐ Make an organization chart.
- ☐ Carefully select people to fill the organization and get commitment from them and their bosses. Make sure their supervisor knows what you expect of the employee while working for you.
- ☐ Assure that the people in your organization know what is expected of them.
- ☐ Recognize the extra effort of your staff.

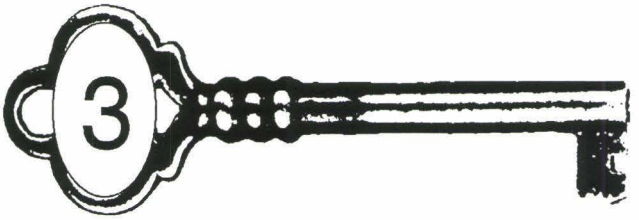
Key 2 - Establish an Appropriate Organization

SAMPLES

Delegation of authority

ICS organization charts

List of organizational position responsibilities



KEY 3 - DEVELOP A DETAILED EVENT PLAN

The most important planning tool and the most important key to assuring that an event will run smoothly is the Event Plan. It is the single place where all information about the event resides. It is the central planning document that houses the objectives, organizational structure and names of the staff, master schedule of events, transportation plans, resource requirements, policies and procedures, budget and much more. Start early building an event plan, even if it's full of errors and unknowns. Every conceivable detail should be written. DO NOT assume anything. As details are developed they are added in the countless revisions the plan will require. Develop a way for the staff to periodically update and add to the plan. Plan meetings and walk-throughs aimed at generating details to add to the plan.

KEY 3 - DEVELOP A DETAILED EVENT PLAN

WHY IS A PLAN NEEDED?

The event plan will be your most valuable possession. It is the way you will communicate everything that is known about the event. It serves many specific purposes.

- It focuses attention on details and encourages readers to recognize errors and correct them.
- It serves as a basis for updating schedules, arrangements and guest lists.
- It represents a single source of information on all details associated with an event
- It serves as a source document for drivers, escorts and participants during the actual event.

If needed, daily shift plans can be developed from the event plan (Woodward 1991).

ADDITIONAL USES FOR THE EVENT PLAN

The event plan also serves as a continuous status report for you and for those watching you. Here are some important internal uses for the plan.

- It puts disagreements on the table. If there are areas of argument or if you are heading in two different directions, it will show up in the event plan. This kind of documentation will force you to resolve these disagreements.
- Resolves turf battles. You will be plowing new ground most of the way through this planning effort. You will have to say who does what in the plan.
- Identifies problems and shortfalls to your boss. The plan is an excellent tool to use to communicate your problems. If there are problem areas it will show up when you try to write details.
- You will find out how much trouble your in. If a key member of your staff is lagging behind, or you have a big hole in your plans, it will show up when you attempt to write detail (Woodward 1991).

EVENT PLAN PURPOSE

- Consolidate all available information into one document that all planners can review
- Define organizational responsibilities
- Identify specific resource requirements and their sources
- Outline operational policies
- Provide specific individual event plans
- Identify budget needs and financial sources
- Identify media opportunities
- Provide a master schedule of events
- Identify safety hazards and procedures.
- Serve as an internal communication tool

HOW TO DEVELOP A PLAN

The detailed event plan should be developed in phases.

- Develop a plan, any plan, even if it's not the right plan. At this point you will have lots of unknowns. This is the initial planning document that will be modified, rearranged and rewritten throughout the course of the project. It is essential that the event plan be updated frequently.
- Send the plan to all of the key staff involved with every phase of the planning. They should be given the chance to "scrub" it, offer suggestions and get their input back in a revised plan.

- An organizational meeting should be planned to pull together the new organization. It should inform and energize participants, finalize organizations, coordinate with other groups, develop details, develop working relationships, identify resource needs, assign responsibilities, establish lines of communication and working procedures, identify problem areas, and have fun. All the information developed should be incorporated into the plan and returned to the key staff.

- Revise the plan and develop individual segments for the major elements of the event.

- Generate detail by conducting a walk-through of all the events. Incorporate this additional detail into the written plan (Woodward 1991).

Identify your major problems and decide what you are going to do about them. Get more help if you need it. Use the plan to show where you need assistance.

Tracking all this detail may seem like a lot of trouble. But in more than most other projects, special events are dependent on nailing down the multitude of detail and then communicating that detail to everyone else.

DETAILS, DETAILS...PLAN A WALK-THROUGH

Conduct a walk-through or "dress rehearsal" prior to the event. There are hundreds of details to consider with every special event. Some are quite obvious while others are not. The objective of a walk-through is to generate as much on-the-ground detail as possible.

Visualize everything that's going to happen. A walk-through requires going to the event site and talking or walking through every step of the program. Where will the stage be located? Where will people sit? How many chairs will be needed? Are arrangements needed for persons with disabilities? Who will bring the flags and where will they go?

Don't assume anything! An event coordinator's job is to worry about every detail. Making an assumption that something is taken care of is heading for disaster. Walk-throughs are the perfect place for assumptions to become reality. Bring questions, answers, problems, heartburns, plans, maps, ribbon, cameras, tape measures, flip charts and anything else you can think of to the walk-through. Put stakes in the ground. Make a site plan (USDA Forest Service, Operation Plan).

Get everyone who is responsible for planning the event to attend the walk-through. This is the time to make additions, changes or answer those unanswered questions.

The purpose of the walk-through is to:

- Produce a detailed site plan of the event. Where are things going to happen? Sites should be marked, measured, documented, mapped, etc.,

- Develop a more complete and specific schedule of activities and requirements,

- Develop a list of needed agreements for equipment, personnel, property,

- Identify unknowns. What are the unsolved problems and concerns? What will have to happen to get the answers? Develop an action plan to address the unknowns,

- Identify hazards, safety procedures, safety equipment, etc.,

- Finalize media procedures, identify needed media facilities, and decide how the media will be handled and escorted,

- Identify additional planning needs, meetings, briefings that are needed before the event.

MASTER SCHEDULE OF EVENTS

A master schedule should be developed and become part of the plan. It tells, from start to finish, what is planned. You may want to plan ceremonies down to the minute. If you have planned a military flyover, smokejumpers, transportation of people, meals, or other time-dependent events you should be very detailed. Specific and separate schedules for logistics, transportation, security and others will be based upon the detailed master schedule.

A large event is a series of smaller events, especially if the event runs more than one day. If your event is a neighborhood cleanup, it may also include banquets, field trips, "cast parties," hospitality centers, interpretive programs, and barbecues as well as the project. These sub events also require detailed schedules.

FINALIZING THE PLAN

The plan will not be final until the event is over. It must be constantly modified. Detailed daily plans (shift plans) can be developed from the master plan as the event date approaches.

DAILY PLANS

The most important document is the detailed event plan containing everything known about the event. If the event lasts more than one day and is complicated, you may want to devolop daily shift plans. They pull the daily detail out of the event plan and provide specific instructions for each organizational function. Don't get too complicated with the paperwork of the shift plan. It should simplify understanding of the detailed event plan.

DEMOBILIZATION

If you don't make demobilization part of your initial planning, you will regret it. Nobody will want to spend much time on demobilization! It's the "mop up" of special events. Someone has to shut down the operation and do the "picking up." Plan for it. There are countless details that need attention starting the minute that the event is over. If you wait until then it will be too late to get help.

Before everyone leaves you will want to get the event area cleaned up and equipment returned. You will want information on each of the participants for later contact. Get your records in order.

Think about what will be needed after everyone goes home. You will have to pay the bills. You will want to write thank you letters to lots of folks. You may want to nominate and write up awards for some of the participants. You will want to critique your whole project. People will want pictures. You will get requests for copies of speeches, news clips, etc. Requests will keep coming in. You will need to have things filed where you can find them.

The best time to prepare for the significant demobilization workload is during the initial planning, when you have an organization around to plan for this part of the project. Thank you letters can be written ahead of time. A filing system can be set up from the very start. Set up criteria you will use for recognizing outstanding performance (USDA Forest Service, Critique).

DOCUMENTATION

Good documentation can multiply the value of staging an event. If the event is worth doing, it is worth documenting. The event plan will document what was planned, but more is

needed. You will need pictures, video, copies of speeches, press clips, records, etc. The documentation will be valuable for those who did not attend and will be sought by some who were there. It may be needed for use in thanking participants. Because special events often involve partners, refreshments, parties, tours, etc. they are sometimes audited to assure that government money was well spent. Good documentation and a filing system to retrieve the information is your protection. Be sure to assign this responsibility to someone.

Document what went on and why. Capture what was said and written. Know how much it cost and where the money went. List who was there, who helped plan and implement the event and what they did. Awards are often involved and individual recognition can be easily done if you've got the documentation. Collect all the photographs and video and organize it so you know what you have.

CRITIQUE

Get your team together and write down what went right and what went wrong and why? What would you do differently next time. Make the critique available to future event planners so they benefit from your experience. You may be surprised how often you will need to relate experiences and lessons learned.

KEY 3 - DEVELOP A DETAILED EVENT PLAN

CHECKLIST

PLANNING

- ☐ Develop a draft plan, even if it's wrong.
- ☐ Establish a plan update frequency.
- ☐ Date all documents so you can keep track of the many changes.
- ☐ Establish a filing system for planning documents.
- ☐ Plan an organizational meeting. Be sure to invite the community and partners as well as the key agency planners.
- ☐ Revise the plan and break into individual segments.
- ☐ Generate details and incorporate them into the plan.
- ☐ Send the updated plan to all involved in the planning.
- ☐ Plan and complete a walk-through of all phases of the event.
- ☐ Identify unknowns, problems and concerns.
- ☐ Develop an action plan to address the problems.
- ☐ Prepare a Master Schedule of Events.
- ☐ List events associated with the main event such as tours, banquets, socials, etc. and assign planning responsibility.
- ☐ Decide who will be invited to these associated events.
- ☐ Prepare detailed scripts of all activities.
- ☐ Identify additional planning meeting needs and schedule them.
- ☐ Prepare welcoming activities, check-in and briefing for participants.
- ☐ Make a demobilization plan.
- ☐ Set up criteria for issuing awards after the event is over.

- [ ] During the planning phase, assess who will get thank you letters, mementos and awards and start the procedures.
- [ ] Plan how you will manage your guest lists. Keep detailed records!
- [ ] Critique the entire event and document what went right and what went wrong.
- [ ] Document everything. Expect to be reviewed when the event is over.
- [ ] Prepare and maintain a "CYA" file.

LOGISTICS

- [ ] Make a site plan that includes parking, toilet location, power outlets, etc.
- [ ] Develop a list of needed agreements.
- [ ] Prepare a facility plan.
- [ ] List resource needs.
- [ ] Prepare a transportation plan.
- [ ] Provide for backup transportation.
- [ ] Make a practice transportation run to get information on timing, road condition, bus capability, etc.
- [ ] Provide for adequate parking. Write a plan if needed.
- [ ] Provide for needed traffic control. Contact local law enforcement officials.
- [ ] Provide for adequate rest rooms, including toilets for persons with a disability.
- [ ] Prepare a communications plan.
- [ ] Prepare a security plan.
- [ ] Order, receive, store and distribute supplies and equipment.

OPERATIONS

- [ ] Make a daily shift plan if needed.
- [ ] Plan ceremonial programs and make a minute by minute schedule.
- [ ] Plan for invocation, benediction, presentation of colors, music, National Anthem, etc.

- [ ] Write speeches and scripts for dignitaries and VIP's. Be sure they have them in time for review.
- [ ] Arrange for sign language interpreters for possible deaf persons in the audience.
- [ ] Plan and provide shields, flags, flag standards, banners, etc.
- [ ] Make inclement weather plans.
- [ ] Estimate attendance.
- [ ] Determine logistical needs.
- [ ] Determine resource needs.
- [ ] Design wording for plaques and citations and send them off for production.
- [ ] Obtain public affairs help.
- [ ] Determine if a command center is needed.
- [ ] Plan and provide for disabled visitors.
- [ ] Identify lodging and transportation requirements for dignitaries and workers and make necessary arrangements.
- [ ] Identify food and feeding requirements.
- [ ] Provide adequate spectator area for audience. Will seating be provided for everyone, for certain guests, for the elderly? How will you manage the seating?
- [ ] Thoroughly prepare and brief your entertainment. Assure they know the schedule. Listen to them before the event. Provide for any sound system needs.
- [ ] Determine seating on the stage. Will spouses sit on stage with dignitaries?
- [ ] Determine stage design. Will it be covered? Will there be a skirt around the bottom. What identification and banners do you plan to use? Consider power requirements, podium, steps, props, chairs, carpet, glasses of water, tables, etc.
- [ ] Assure adequate access to the stage and podium.
- [ ] Label chairs for distinguished guests, speakers, and provide for reserved sections if needed.
- [ ] Assign a platform boss who will have the overall responsibility for stage management.
- [ ] Provide a small step for speakers to use behind the podium if needed. Provide for drinking water for the speakers.

- [ ] Provide an adequate sound system and someone to operate it. Provide tape player if needed.
- [ ] Provide needed A/V equipment and backups for each.
- [ ] Arrange for a projectionist.
- [ ] Determine and communicate dress/uniform policy.
- [ ] Arrange for photographers, both still and video.
- [ ] Provide for identification name tags, passes, or stickers for those that need them.
- [ ] Consider special activities for spouses of special guests.
- [ ] Provide gifts or mementos for the special guests or speakers.
- [ ] Provide for identification of workers and hosts. Consider special vests, scarfs, hats, badges, etc.
- [ ] Make arrangements for concessionaires and issue permits.
- [ ] Plan for the design, construction and staffing of planned exhibits.
- [ ] Plan to break down and clean up after the event is over.
- [ ] Plan a final inspection of the event area.

FINANCE

- [ ] Prepare an event budget.
- [ ] Determine purchasing and procurement procedures.
- [ ] Establish policies for overtime, pay, and travel.
- [ ] Prepare coop and partnership agreements.
- [ ] Prepare obligations.
- [ ] Establish time keeping procedures.
- [ ] Provide cost estimates as needed.
- [ ] Constantly involve specialists for advice on fiscal authorities and regulations.
- [ ] Set up an accountability system that will track and document every dollar spent.

SAFETY

- ☐ Create a safety plan.
- ☐ Identify hazards, safety procedures, and safety equipment needs.
- ☐ Make a medical plan.
- ☐ Prepare safety messages.
- ☐ Prepare safety briefings.
- ☐ Look out for unsafe practices.
- ☐ Plan for investigation and reporting of accidents.
- ☐ Investigate liability and insurance needs.

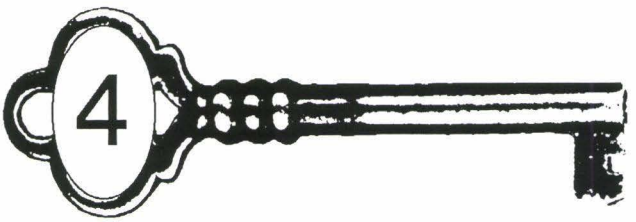
PUBLIC AFFAIRS

- ☐ Create a public affairs plan.
- ☐ Finalize media procedures and needed facilities. Consider media parking requirements.
- ☐ Establish a media support center if needed.
- ☐ Provide media escort service.
- ☐ Prepare information summaries.
- ☐ Respond to requests for information.
- ☐ Prepare brochures, press kits, programs, posters, banners, photos, and videos as needed.
- ☐ Arrange for printing of invitations, and other materials. Pay particular attention to printing regulations and allow extra time for approvals, etc.
- ☐ Send out invitations at least 30 days before the event.
- ☐ Follow up invitations with letters, phone calls, personal visits, maps, scripts, etc.
- ☐ Designate an official event photographer.
- ☐ Set up press conferences, media availability, interviews, etc.
- ☐ Provide for internal communication.

KEY 3 - DEVELOP A DETAILED EVENT PLAN

SAMPLES

Event Plan Table of Contents



KEY 4 - DEVELOP A PUBLIC AFFAIRS PLAN

The goal of a special event is to bring attention to a facility, program, message, plan, anniversary or a project that otherwise might not attract the attention of the media or the public. It's important to develop a public affairs plan that properly addresses media, VIPs, invitations, promotion and overall strategy for the event. It should contain an action plan for getting the recognition that the event deserves.

Key 4 - Develop a Public Affairs Plan

For large events, the public affairs officer (PAO) will be responsible for formulating and releasing information and promotional materials relating to the event to the news media, the community and other appropriate agencies and organizations. The PAO should also be responsible for invitations and VIP participation.

KEY TASKS AND COMPLETION DATES

It is important to develop a plan for key tasks and completion dates for the public affairs tasks. Start from the very beginning. Set target dates for completing initial promotional materials and advance news stories. Have a plan of attack for making media rounds, sending press releases, compiling press kits, and sending VIP invitations. It doesn't have to be sophisticated. It is something you can refer to in order to stay on schedule (Woodward 1991). The following is an example:

ACTION	TARGET DATE	COMPLETION DATE
Develop promotional materials		
Send invitations		
Send press release		
Compile press kits		
ETC.		

FORMULATION AND DISTRIBUTION OF INFORMATIONAL MATERIALS

As soon as possible, informational materials should be prepared which describe your event. These materials should answer the following questions:

Who?
What?
Where?
Why?
When?

Materials that don't answer these questions provide little value for promoting your event. Even if names and times change along the way, this information serves as "early warning" that an event is forthcoming.

Promotional materials should be carried with you at all times. Make the extra effort to visit with community groups and business organizations to distribute your materials. If possible,

make your materials worth keeping. And if there is printing involved, make sure you know the government printing regulations or have it reviewed by someone who does know the regulations.

INVITATIONS TO SPECIAL EVENTS

There are two categories of special event invitations: general public invitations and VIP invitations.

General public invitations may be necessary for your event. If there are people who should be personally invited but will not actually participate in the event, then they deserve special attention. Be sure to include a cover letter and, if necessary, follow-up the invitation with a phone call.

Be sure to immediately follow-up your VIP invitations with a phone call to them or their local staff member (Woodward 1991)**.** Speakers and other VIPs should get a special invitation with an RSVP well in advance of the event. They generally have very full schedules, so they need to be given ample warning. Your invitations may need to be coordinated through your agency headquarters.

Letters should include not only the time, place, and date of the event, but also **the role you want the invitee to play**, a description of the event, anticipated audience size, other anticipated speakers, media coverage and related events. Don't hesitate to give each speaker some general guidelines or speaking points. This helps to avoid two speakers saying the same thing.

Keep the speaker's office or local staff assistant informed on details and changes along the way. Most likely, the speaker won't have much time to prepare for the event so they depend on staff to assist them when the time comes.

Speakers should be chosen for their relationship to the event, their position and their interest in the event. Make sure you have firm commitments from the speakers (which can change at any time), then follow up with them to provide additional information such as length of speech, suggested topics, details on transportation arrangements, accommodations and any other special needs they may have. **Don't forget to find out if they will be accompanied by spouses, children or others who need special attention.**

After the invitations are sent and you start receiving acceptances, **it is vital to keep a updated guest list.** VIPs like to know about other VIPs that will be attending your event. Once the final guest list is prepared, have it available upon request. For a large event, it is important to track who is attending to make sure each VIP is taken care of.

Prepare a program scenario or itinerary to give to the VIPs and speakers. This should include times, dates, places, people, accommodations, etc. Prepare a detailed timed script of the speaking program for agency officials and those who have speaking roles.

Be sure people are assigned to meet arriving VIPs. "Escorts" can quickly get them familiar with the event and the timing.

Set aside a holding area for speakers and VIP guests. Allow speakers and VIPs time and a place to rest before they appear on stage. Make sure they know the area is available to them before

they arrive. A holding area also gives the coordinator a sure way of knowing at the last minute if all the speakers have arrived and if there needs to be any last minute changes in the program. It also simplifies movement of the guests to the event area in a smooth, easy manner.

EVENT AREA OR PLATFORM

Assign someone to be in charge of the stage area. Attention is focused on the stage area. If things go wrong here, the mistakes seem to be amplified. The person should assure that the stage is ready, prepared and everything in place to run the ceremony smoothly.

Use logic and common sense in determining who will be seated on the stage. In arranging the platform, know exactly how many, who and where people will be seated. Platforms expectations tend to "grow" and can easily be the subject of misunderstanding or hurt feelings. Determine if the dignitaries' spouses will also be seated. Make a map of the seating and tape the names of the platform guests to the back of the chairs. Do not assign seating in press areas, however.

Remember that each platform guest must be introduced. This takes time. A general rule is to confine a platform to 20 guests or less.

Be sure the lighting is adequate. If the event is outside, consider where the sun will be, both for the speakers and the photographers.

Plan for a special media section for photographers, reporters, television cameras and radio. News media and VIP areas should be separated from the rest of the audience. Pay special attention to the setting and the stage backdrop. If you're unsure about television needs, invite the TV crew out in advance to work out any special arrangements. Place special logos, shields or other promotional items in areas where they will show up on camera and in photographs.

Often needed for special events are scissors, ribbons, plaques, awards and decorations. Check the sound system again and again. Assign someone to be near the stage to assist with these items.

PROTOCOL

Who should be master of ceremonies? Who should be the keynote speaker? Who should speak first? Protocol can vary from event to event or from place to place. It is important to know the local politics before you answer these questions. The following are "general rules of thumb" for protocol at special events:

Master of Ceremonies - Should be the highest ranking agency official or host line officer. Give the MC a script to follow.

Opening Remarks or Greetings - Should be given by the host Governor, Mayor or community leader.

Keynote Speaker - Highest ranking government or business official.

Members of Congress - May be asked to be the keynote speaker or provide opening remarks. Whatever the case, the Senior ranking member should be given priority. Give a role to each.

Celebrities - Celebrities can attract attention and improve your event. They can play a major role in the ceremony, but be sure they do not detract too much from the event and the other VIPs affiliated with it.

MEDIA

The event must be important enough to attract the attention of the media. Using media outlets is essential in attracting attention to your event. Look closely at your objectives. If your objectives are to draw public attention to your event, then the media can help.

Make sure your event is interesting and entertaining enough to hold the attention of the media. Also, make sure the event is interesting to the public you are inviting.

Develop media "hooks" or angles that can give reporters ideas on covering your event. Prepare an "advance story" well before the event. Give the media the appropriate background information. Have graphics and photos ready.

If possible, put together a Public Service Announcement (PSA) for television and radio. Don't forget to mention that it is a public event and everyone is invited.

Be Creative! Find a lighter side or human interest side to the event and offer that to the media representative. Help them come up with different "angles" for the story.

Get out of the bureaucratic mode! When writing press releases and preparing media information remember this is a SPECIAL event. "Forest Supervisor Smith announced there will be a special event at XYZ National Forest." YUK! The press release should excite readers and motivate them to attend.

Issue press releases and informational letters 10-14 days before the event. The informational letter gives a brief description of the elements of your event that merit media attention. It also provides information such as parking, special seating, or press passes. Include information on how, when and where the media can get any needed special passes.

A press kit should be prepared for the media and key contacts. Include background news releases, a list of guests and speakers, the printed program, and background information on the reason for the event. Also provide information on accommodations in the area. The press kit could also include:

- Texts of any speeches - Background brochures
- Biographical sketches of speakers - Short press releases
- B/W photos of speakers or features - Other services or materials
- Maps, and local information available (Fazio 1986).

You will want to provide a media support center where media representatives can make a phone call, rest, send a fax or file a story. Anticipate the requirements of the media, and plan to provide for those needs. Provide someone to staff the media center and to assist reporters. Arrange for phones, electronic equipment, food and coffee, media parking, etc. (Sams 1990)

Identify spokespersons for all aspects of the event. Make sure reporters know who they are and how to get in touch with them. Call on experts within your agency. (Sams 1990)

Prepare a set of issue papers on sensitive resource management issues in your area. Media representatives often use special events as a chance to ask visiting dignitaries and agency officials questions about more controversial issues related to your agency. Be prepared to provide information and spokespersons on agency issues not related to the event. Brief agency officials about the local area and sensitive politics.

CHECKLIST

KEY 4 - DEVELOP A PUBLIC AFFAIRS PLAN

- ☐ Develop a key tasks and completion dates plan
- ☐ Outline public affairs objectives for the event.
- ☐ Provide sufficient information and promotion materials.
- ☐ Provide personal invitations as necessary.
- ☐ Give VIPs ample "warning" of your invitation.
- ☐ Follow up invitations to VIPs with a phone call.
- ☐ Make platform/stage arrangements well in advance.
- ☐ Determine if spouses will be seated.
- ☐ Pay attention to backdrop and photo opportunities.
- ☐ Determine protocol for seating and introductions.
- ☐ Assemble press kit materials. Have photos and logos available.
- ☐ Prepare advance stories and media "hooks."
- ☐ Find out what media will attend ahead of time (if possible).
- ☐ Assign escorts for expected media.
- ☐ Encourage reporters to participate in the event.
- ☐ Seek media help from other sponsors of the event.
- ☐ Call on experts within your agency to help with the media
- ☐ Identify spokespersons for all aspects of the event.
- ☐ Set up a media work area.
- ☐ Arrange for adequate media parking.

- [ ] Plan adequate public affairs staff to work the crowd looking for opportunity to contact the media.
- [ ] Prepare for electronic transmissions. Consider dedicated phone lines.
- [ ] Provide opportunities for the media to have access to typing, copy machine, and fax machine.
- [ ] Locate local dark room facilities for photographers.
- [ ] Consider providing food or snacks at the media center.
- [ ] Maintain contact with agency information sources throughout the event.
- [ ] Provide souvenirs to media representatives if possible.
- [ ] Prepare an issues list and brief agency officials who may be interviewed by the media.
- [ ] Brief agency officials and visiting guests about community, local situations, politics, sensitive issues, etc.
- [ ] Prepare a final guest list.

KEY 4 - DEVELOP A PUBLIC AFFAIRS PLAN

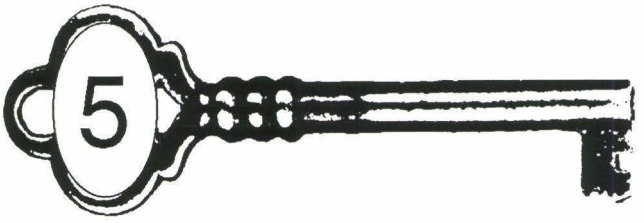
LIST OF SAMPLES

VIP invitation letter

Invitation to a special event

Media support Center

Advance Story



KEY 5 - INVOLVE THE COMMUNITY

Getting the community involved with your special event is necessary for a successful program. Your event may be a part of a larger community event. You may find that the relationships you create are the most lasting and valuable benefits of staging the event. The project should have a common good that communities can embrace. Community members provide resources and can assist in ways you may need. Community involvement also helps create an agency presence. The community should be involved in all significant decisions.

KEY 5 - INVOLVE THE COMMUNITY

INVOLVE THE COMMUNITY IN THE PLANNING PROCESS

Involve the community in all significant planning decisions. Don't ask the community to simply attend the event. Get them involved from the start. In some towns, your project may be the biggest event of the year. In other cases, your event may be a part of a larger event. Have the community members or organizations play active roles in the planning of the event. Attend town meeting and civic gatherings and let them know what you're doing. Go to the library and read back issues of newspapers to get a feel for publicity that the community has received in the past (Hoffman 1990). Find one or more people to act as community liaisons for the event.

Define your community. Make an assessment of the scope of the community (Hoffman 1990). How far will you expand the area of consideration? You may want to involve adjacent towns. Do you want to involve state government? Is there a national community that you want to reach?

Build community relationships for the future. Don't think of the community as helping you put on your event. Think of them as working with you to put on an event for the public benefit. You may want to take a "back seat" and encourage the spotlight on the community. Assess the benefits and liabilities to the community. The relationships you develop may be the most valuable benefit of staging the event.

Consider setting up a community committee that helps you plan the event. Involve the local government, Chamber of Commerce, tourism agencies, other state and federal agencies, business leaders and opinion leaders.

Make a list of the major community leaders and assign persons to constantly communicate with them. Determine what the community needs and plan your event to meet some of those needs.

TAKE ADVANTAGE OF COMMUNITY RESOURCES

Determine the capabilities of the community to provide local facilities, motels, eating places, law enforcement services, parking, traffic control, etc. Let the community leaders know what will be needed and determine a way of distributing the "wealth."

Seek out the volunteer organizations in the community and ask them for help. Try to relate to their needs. Where possible use local bands, Scouts, color guards, music, school groups, civic clubs, church groups, historical societies, etc. Most will be glad to help.

COORDINATE WITH OTHER EVENTS

Often, your special event may be only a part of a larger event such as a ski race, a state fair, Earth Day, etc. Get yourself on the planning committees for these larger events. Make sure your event doesn't conflict with a community event. Try to tie your event into existing events. Check out events planned in adjoining communities. Take advantage of publicity that may be

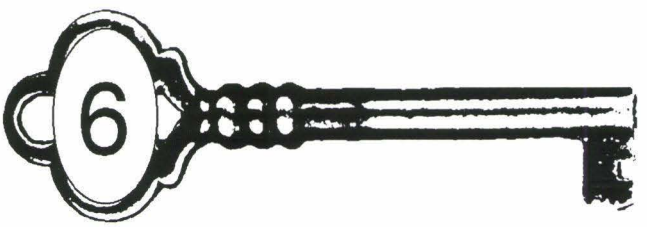
planned for associated events. Promote associated community events in your promotional materials.

Be sure to acknowledge outstanding efforts. Most of the community involvement will be from volunteers. Their only "pay" is the recognition they receive. Provide ample opportunities to acknowledge assistance and extra effort. Be liberal with the use of plaques, mementos, and certificates of appreciation. Make sure your press releases and media involvement point out community and volunteer assistance. Consider sponsoring a newspaper ad to thank the community after the event is over.

KEY 5 - INVOLVE THE COMMUNITY

CHECKLIST

- ☐ Determine the scope of the community. How far do you want to reach out and who do want to involve?
- ☐ Get the community involved with the planning process.
- ☐ Determine community capabilities to stage this event.
- ☐ Consider how the event will affect adjacent communities.
- ☐ Determine facility, service, and material needs and involve the community in meeting those needs.
- ☐ Seek out community volunteer organizations. Most will want to help.
- ☐ Determine the needs of the community and how your event might help meet some of them.
- ☐ Assign community liaisons.
- ☐ Go to community meetings.
- ☐ Consider setting up community committees to help plan and implement the event.
- ☐ Involve other local, state and federal agencies.
- ☐ Whenever possible involve community bands, Scouts, color guards, etc. Plan for recognizing their assistance.
- ☐ Make sure your event doesn't conflict with another event.
- ☐ Where possible, tie your event into a community event.
- ☐ Give the community ownership of the project by involving them in all significant decisions.
- ☐ Make a list of key community contacts.
- ☐ Assign responsibility for constant communication with these contacts.
- ☐ Acknowledge outstanding community efforts.
- ☐ Thank the community for their participation.



KEY 6 - SEEK PARTNERSHIPS

Partnerships provide an excellent opportunity for combining resources to reach a common goal. Partnerships help develop good community relations and give the agency the opportunity to work with the public. They can also be a tremendous asset to any special event. However, the need for careful planning and priority setting cannot be underestimated.

KEY 6 - SEEK PARTNERSHIPS

PARTNERSHIPS HELP OVERCOME OBSTACLES

Special events can be enhanced through good partnerships. Partners can provide the power, support and resources to assure success. When planning special events, there are always obstacles which can slow progress, especially when it comes to financial matters. Unlike the private sector, government agencies are appropriately burdened with prohibitive procurement regulations, contracting procedures, and other restrictive regulations. The very nature of a special event often contradicts this government "red tape." Partnerships can enable progress.

Partnerships provide a way to join with other groups to provide mutual benefit for the American public. There may be several private interests who would like to help with your efforts.

WHERE TO LOOK FOR PARTNERS

Think carefully about the your unmet needs and try to find a partner that can help. Look everywhere! Opportunities for partnerships are sometimes in places you wouldn't expect. Give potential partners several alternatives on how they can be a part of the event. Encourage them to suggest ways to help with the event.

Today it is good business for companies to associate themselves with the environment and education; so don't leave any stone unturned. Some potential partners are:

Local Banks
Schools
Television/Radio Outlets
Local Cable Companies
Local Auto Dealerships (especially if you have VIPs who need transportation)
Printing Companies
Conservation Organizations
Local, State and Federal Agencies
Local Businesses

KNOW THE EXPECTATIONS OF PARTNERS

What do you both want to get out of this partnership? Before you finalize a partnership, it is imperative that all partners know each other's expectations of the partnership up front. Get those things in writing. And once they are known, make sure they are realistic. Make sure the expectations can be met!

PARTNERSHIPS ARE LIKE BANK ACCOUNTS

Partners expect something in return. Once you've created a partnership, remember they are

like bank accounts. You can't keep making withdrawals without occasionally making a deposit. Partners deserve the same attention. It is easy to keep going to a partner for money or assistance, but remember to give something back. Partners usually don't do things simply out of good will or for a tax break. MAKE THOSE DEPOSITS!

PUBLICIZE YOUR PARTNERSHIPS

Publicize the cooperative effort aimed at public benefit. Most companies get involved with agency partnerships as part of their public relations strategies. The government can't advertise or promote products or companies.

Mention partnerships in news releases and at public events. Make sure the people in your office (and throughout the agency) know who your partners are and what they are doing. Once the event is over, make sure your partners get copies of news clippings, pictures, video tapes, or tokens of appreciation. They appreciate this and it helps for future partnerships.

GET YOUR AGREEMENTS SPECIALIST INVOLVED

Don't make any promises until you have contacted your agreements specialist and they approve the partnership. Generally speaking, the people planning an event or initiating partnerships know very little about agreement regulations. Make sure the specialists are involved! Keep them involved throughout the life of the partnership. A proposed partnership may sound great, but it may be unethical, a conflict of interest or even illegal. Avoid being embarrassed. Get the experts involved!

KEY 6 - SEEK PARTNERSHIPS

CHECKLIST

- ☐ Know if you have the basic components of a partnership. Does the activity or event include a mutual interest in some goal or activity, a state of participation or sharing, voluntary participation, nonmonetary mutual benefit and a demonstrated need for both the agency and the public?
- ☐ Know the expectations up front.
- ☐ Make a list of your unmet needs.
- ☐ Get the specialists involved, ie. agreements and administration.
- ☐ Make sure there is legal authority for the agreement.
- ☐ Can appropriated funds be spent on the activity?
- ☐ Offer potential partners several alternative ways of getting involved, based on authorities and appropriations.
- ☐ Remember the bank account analogy. Make partnership deposits.
- ☐ Publicize the partnerships.
- ☐ Is the partner capable of meeting obligations?
- ☐ Is there a potential conflict of interest or an appearance of a conflict of interest?
- ☐ Is the partner an interested party? An interested party would be an entity whose interests may be affected substantially by the agency.
- ☐ A federal agency cannot accept gifts from an interested party. Ensure appropriate administrative review has been made to determine whether or not a conflict of interest is present.
- ☐ Can the agency follow through on all aspects of the contemplated work, not only the project implementation, but also continuing administration, long-term maintenance, etc?

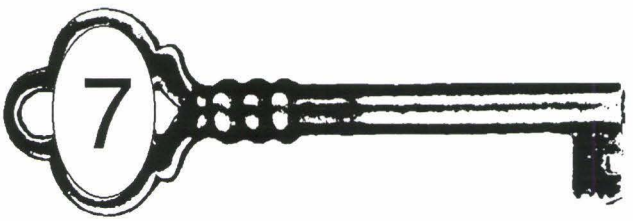
Types of Agreements

These are the more common partnership agreements used:

-Collection Agreements: Use when money and/or products are contributed directly to the agency by a non-federal partner.

-Challenge Cost-Share Agreements: Use when the partner and agency will jointly accomplish work on public lands or in furtherance of agency activities.

-Participating Agreements: Use when the partner and agency will perform work to accomplish mutually beneficial projects related to pollution abatement, cooperative job training, development and publication of environmental education and forest history material, and forestry protection. (Kennemur 1989).



KEY 7 - HAVE FUN

Special events should be designed so the people attending will have fun. It is important, however, that the planners and the people doing all the work have some fun too. The enthusiasm and excitement shown by the planners will make the event better. It is your job to make sure you inject fun into the planning. Think of ways to relieve the pressure. With a little thought, fun can be part of the entire event planning process and improve the outcome of the event.

KEY 7 - HAVE FUN

Planning a special event is a major hassle. It is often another project to do on top of your regular work load. The planning puts many employees outside of their routine work. The work is highly visible and demands extra time and effort.

Building fun into the project can make it more interesting and leads to a better event. Entertainers know that the more they enjoy doing a show, the more the audience enjoys the performance. If your team is clicking and enjoying the experience, it will show.

Often pressure can be relieved by recognizing the tension and finding simple, well timed ways of release. Look for opportunities during the planning process to have a social, play a joke, or present an award. During the most hectic period, take an evening and kick up a little. Have a cookout or a volleyball game. Poke fun at yourself. Go to lunch together. Put on a skit. Make up a song. Go fishing together. Find a way to lighten up.

Doing a good job is fun. Fun is work that you enjoy. Observe when people are down and need a morale boosting. Recognize the hard work. Celebrate creative ideas or great teamwork.

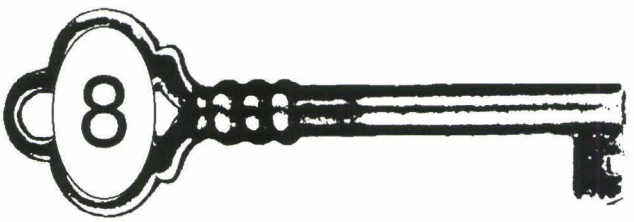
Involve your families. If you're under pressure, they are too. They can use some relief and can help you. They should know that you are doing a great job. You need their support.

Winning is fun. When your event is a huge success, it's fun!

KEY 7 - HAVE FUN

Checklist

- ☐ Look for opportunities to inject fun into the event planning.
- ☐ Determine the most hectic planning period and plan a tension release.
- ☐ Provide ways to lighten up.
- ☐ Recognize when people are down and need morale boosting.
- ☐ Involve families and seek their support.
- ☐ Take time to visualize the feeling of relief when the event is over.
- ☐ Recognize hard work.
- ☐ Celebrate creative ideas and great teamwork.



KEY 8 - ANTICIPATE THAT SOMETHING WILL GO WRONG!

There is one additional key to the success of your event. You will not know what it is until the time comes. The only thing you know for sure is that something will go wrong. Something will not go as planned. Your keynote speaker will cancel at the last minute. Or it will rain on your picnic. Or the bus will have a flat tire. Or the caterer is late. Your boss might change plans at the last minute. The bulb will blow in the projector. Your honored guest will throw up and pass out at the head table. Something will happen that has the potential to wreck your event.

Be on the lookout...it's out there! Don't be paranoid, just expect that something will go wrong. For every detail think, "What if....?" Have backups. Plan redundancy into your event. Have a Plan B. Be in communication with someone who can bring you what you need. Be flexible. Be ready. Have alternatives. Make sure key positions have a "second" ready to step in when needed.

There are alligators out there, but if you have every detail planned, you will know what to do when one comes after you. When Olympic skaters slip or leave out a move, they keep going with a smile on their face. You should too.

Of course, maybe everything will go exactly as planned and you won't need a backup plan.....NOT!!!

KEY 8 - ANTICIPATE THAT SOMETHING WILL GO WRONG

CHECKLIST

- ☐ Go through every detail and figure out what you will do if something goes wrong.
- ☐ Expect your great, detailed plans to hit a snag.
- ☐ Prepare for something to go wrong.
- ☐ Make plans for inclement weather.
- ☐ Anticipate last minute cancellations by speakers and plan back up.
- ☐ Anticipate sickness or medical emergencies.
- ☐ Identify backups for all key positions.
- ☐ Secure alternative transportation.
- ☐ Provide "chase" vehicles to support bus tours.
- ☐ Build redundancy into your plan.
- ☐ Provide excellent communications and be ready to respond.
- ☐ Never assume anything. Check it out.
- ☐ Provide for a standby person to be available to "trouble shoot." Consider 24 hour per day coverage.
- ☐ When something goes wrong, keep smiling because you have anticipated it and you have a plan.

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APPENDIX

A. USDA Forest Service, Northern Region (R-1) Checklist for Dedication and Special Events. 18 pages.

B. USDA Forest Service and National Association of State Foresters. Event Managers Guide to Executing Public Service Events - Smokey Bear University. 14 pages.

APPENDIX

A. USDA Forest Service, Northern Region (R-1) Checklist for Dedication and Special Events. 18 pages.

CHECKLIST FOR
DEDICATIONS AND SPECIAL EVENTS

Give a copy of this checklist to each person on the staff and committee member concerned with planning the event.

Name and type of event _____

Sponsored by _____

Date proposed for event _____ Time of Day _____

Inclement weather date and time _____

Name of coordinator (event chairman) _____

Address and Telephone Number _____

_____

Committee Assignments:	Who:
A. THE PLAN (PAGE 2)	_____
B. THE PROGRAM (PAGE 3)	_____
C. THE INVITATION LIST (PAGE 5)	_____
D. PUBLICITY (PAGE 6)	_____
E. RELATED EVENTS (PAGE 8)	_____
F. SPEAKER'S PLATFORM (PAGE 9)	_____
G. MASTER OF CEREMONIES (PAGE 11)	_____
I. PROTOCOL (PAGE 12)	_____
J. PARKING, ESCORTING, POLICING (PAGE 13)	_____
K. MISCELLANEOUS (PAGE 17)	_____
L. POST DEDICATION (PAGE 18)	_____

THE PLAN

A. THE PLAN	WHO:	DATE COMPLETED:
1. Does the plan have Regional and Washington Office Concurrence?		
2. Have you appointed committees in charge of program, publicity, grounds and arrangements, traffic and public safety, hospitality, etc?		
3. Has the proposed date been approved by the WO and RO?		
4. If a dedication, will the building be ready?		
5. Will office furnishings be in place?		
6. Will exhibits, including dioramas be installed?		
7. Will adequate local facilities as eating places and motels be available?		
8. Have you allowed an adequate "shakedown" period to be sure all the facilities are working properly?		

THE PROGRAM

THE PROGRAM	WHO:	DATE COMPLETED:
1. Have you planned a program that does not exceed 1 1/2 hours in length?		
2. Have you limited the number of speeches to one principal address of about 15 minutes duration and about 3 or 4 others of about 3 to 5 minutes duration?		
3. Have you invited other Supervisors or Regional Foresters?		
4. Have you chosen an hour to insure the largest possible local attendance?		
5. Have you provided for an invocation and benediction?		
6. Have you made a "rainy day" or inclement weather plan?		
7. If an annual program, have you experimented with new ideas, such as an historical tableau, to lend imagination and variety to the program?		
8. Have you invited a band? If so, name and number of members.		
9. Will a chorus or individual soloists appear? If so, name and number of members.		
10. Has a color guard been invited? If so, name and number of members.		

11. Is the color guard familiar wit the proper conduct of the flag ceremony, that is, the presentation and retirement of colors. _____ _____

12. If a ribbon-cutting or ground-breaking ceremony is to be held, have you selected a site for this ceremony that can be easily reached by platform guests, one that will be best for news photographers, and one where the audience can obtain the best view? _____ _____

13. Have a ribbon, engraved scissors or shovel, and other necessary materials been obtained? _____ _____

14. Have you arranged for a tour of the new facilities for the distinguished guests before the program? (or before it will be open to the public?) _____ _____

15. Have you planned a dress rehearsal of the program and events with all the committee chairmen, the principals or their alternates present? _____ _____

CHECKLIST FOR
DEDICATIONS AND SPECIAL EVENTS

C. Invitations	Who?	Date Completed
1. Have you arranged for printing formal invitations and printing programs? (Also see D-9 and D-12)		
a. Name and address of printer_____		
b. Cost of printing_____		
c. Number to be printed: Invitations_____ Programs_____		
d. Date proofs were received, reviewed and returned_____		
e. Will sponsors and co-sponsors be shown?_____		
2. Have you made a list of persons you intend to invite? (Invitations to speakers, VIP's who will be introduced and others)		
3. Have you arranged for addressing formal invitations? If so, name and address of person in charge of this project.		
4. Have you sent a copy of the invitation list to the Regional and Washington offices?		
5. Have you supplied the Regional and Washington Offices with a small supply of formal invitations?		
6. Will invitations be in the mail at least 30 days before the events?		
7. Do you need to include a map or directions to the site?		

CHECKLIST FOR
DEDICATIONS AND SPECIAL EVENTS

D. PUBLICITY	WHO	DATE COMPLETED?
1. Have you contacted the following regarding news coverage of the event?		
Press?		
Wire Services?		
Radio?		
Television?		
2. Have you designated an official Forest Service photographer to record the event on film?		
3. Will press releases be issued and publicity handled by any other organization?		
If so, show below by whom:		
Regional Office?		
Washington Office?		
Department of Agriculture?		
Sponsor?		
4. Has a "fill-in" press conference been held for radio, television, and newspaper representatives at least 30 days before the event?		
5. Has a series of "build-up" press releases been issued? If so, list release dates below:		
_____		
_____		
_____		
6. Will you need a "NEWS KIT"? (News release, bio's on VIP's, copies of speeches, fact sheet, copy of program, photo, etc.)		
How many needed? _____		
7. Will there be a news conference with VIP(s) pre- or post-dedication? (Get permission from VIP)		

CHECKLIST FOR
DEDICATIONS AND SPECIAL EVENTS

D. Publicity (continued)	Who?	Date Completed
8. Have you made accommodations for the press, radio, and television representatives? (Special reserved section with table)		
9. Have you developed a printed program? (Also see C-1)		
10. Will Departmental seal and/or Forest Service shield appear on the program?		
11. Will color be used in printing the program?		
12. Have you made a written record of all negotiations with printers? (Also see C-1)		

Name and address of printer_____
_____

Cost of printing_____
_____

Number to be printed_____
_____

Date proofs were received, reviewed, and returned_____
_____

13. Will sponsors and co-sponsors be shown?		

CHECKLIST FOR DEDICATIONS AND SPECIAL EVENTS

E. OTHER (RELATED) EVENTS in connection with Ceremonies	WHO?	DATE COMPLETED?
Will a social or cocktail hour, lunch dinner or other social events be held in connections with ceremonies? If so, state how guests will be invited, who the sponsor will be, and where events will be held		
Will an open house or "show-me" tour be held?		

CHECKLIST FOR
DEDICATION AND SPECIAL EVENTS

F. SPEAKERS' PLATFORM	WHO?	DATE COMPLETED?
1. Have you arranged for lumber or other material to build the speaker's stand?		
Consider the following:		
a. Size of stand _____		
b. Are steps required? If so, state number and location of them _____ _____		
c. Will more than one stand, such as spectator, TV and camera, and reviewing stands be needed? If so, state size and location of other stands.		
2. Lecturn _____ does it need to be lighted?		
3. Pitcher of water and glassed for speakers?		
4. State below who will furnish shields and flags and flag standards?		
a. American flag _____		
b. Organizational flag _____		
c. State flags _____		
d. Foreign flags _____		
e. Secretary of Agriculture's flag or shield if he appears on the platform (show date of memorandum to WO requesting flag) _____		
f. Forest Service shield _____ _____		

CHECKLIST FOR
DEDICATION AND SPECIAL EVENTS

5. Sound equipment to installed by____ _____; tape recordings to be made by_____. Briefly, state arrangements, such as cost, date, equipment to furnished, and which commercial companies will furnish sound and tape recording equipment_____ _____ _____ _____ _____

6. Canopy _____. Will be obtained from _____ _____ _____ _____

7. Bunting _____. Will be obtained from_____ _____ _____ _____

8. Artificial "grass" to cover platform floor. Will be obtained from_____ _____ _____ _____

9. Chairs (Also see J.16.a) _____ _____

10. Table (Also see J.16.a) _____ _____

CHECKLIST FOR
DEDICATIONS AND SPECIAL EVENTS

		WHO?	DATE COMPLETED?
G.	MASTER OF CEREMONIES		
	1. State name of presiding officer or master of ceremonies and where he may be reached when not in area_____		
	2. Have you prepared a detailed program for the master of ceremonies, and given copies to each person who will have a part in the program?_____		
H.	PRINCIPAL SPEAKER		
	1. Has the principal speaker(s) been invited?_____		
	2. Have you prepared a detailed program for the master of ceremonies, and given copies to each person who will have a part in the program?		
	3. Have you arranged for advance copies of the speech for the press?		
	4. Give names of hostesses or ushers (See J-29 also)_____		

CHECKLIST FOR DEDICATIONS AND SPECIAL EVENTS

I. OFFICIAL ETIQUETTE AND PROTOCOL	WHO?	DATE COMPLETED?
1. List the names of VIP participants in the program		
2. Have you labeled the chairs for distinguished guests on the speakers' platform, spectators' stand, or in any other reserved section (such as first rows)? Indicate how many will be seated in each section		
3. Who will assist the platform "boss" during the program and where will he be located?		
4. Give names of hostesses or ushers. (See J.29 also)		
5. Have you decided what the uniform of the day will be and who will wear it?		

CHECKLIST FOR
DEDICATIONS AND SPECIAL EVENTS

J. POLICING, PARKING AND ESCORTING	WHO?	DATE COMPLETED?
1. Have you published a special plan? If so, give date and to whom distributed		
2. Have you had an on-the-site meeting to review feasibility and details of the plan?		
3. Is the terrain selected suitable for the ceremonies?		
4. Will you need assistance from Ranger Districts/Forests? If so, indicate names and make assignments.		
5. Will you need assistance from outside police to handle crowd and traffic? If so, describe in complete detail.		
6. Have explicit and detailed instructions on the uniform of the day been issued to all the uniformed group?		
7. Does the uniformed group fully understand the flag ceremony--when to salute, when to remove the uniform hat, etc.?		
8. Will radio communications be available? (Contacts for emergency messages for VIP's, etc.)		
9. Have you selected a central command post? If so, indicate its location		
10. Will you need direction signs to the site? Locations indicated in plan?		

CHECKLIST FOR
DEDICATIONS AND SPECIAL EVENTS

J. Policing, Parking and Escorting (cont.) | WHO? | DATE COMPLETED?

11. Have you selected an aide (legman) to the event Chairman to handle last minute and emergency needs?

12. Are on-site comfort stations and drinking water facilities arranged? If mobile comfort stations and water facilities are to be rented or borrowed, state who is to furnish them

13. Have arrangement been made to adequately control trash and litter during the event?

14. Have arrangements been made for an ambulance and other first-aid facilities? State below who is to furnish ambulance and other facilities

15. Fire control -- Adequate fire extinguishers? Fire tanker standby?

CHECKLIST FOR
DEDICATIONS AND SPECIAL EVENTS

J. Policing, Parking and Escorting (cont.) | WHO? | DATE COMPLETED?

16. Indicate below the number of chairs that will be required and from what source they will be obtained: _____ _____

    a. On speakers' stand_____

    b. For special guests_____

    c. For band_____

    d. For news media_____

    e. For audience_____

    f. For chorus_____

    g. For others_____

    TOTAL_____

17. Indicate below the number of tables tables that will be required and from what source they will obtained: _____ _____

    a. For speakers_____

    b. For news media_____

    c. Public_____

    d. Other FS_____

    TOTAL _____

18. Will roping be required to protect shrubbery? _____ _____

19. Estimate of attendance

    a. VIP's _____
    b. Guests _____
    c. Public _____
    d. Other FS _____

    TOTAL _____

CHECKLIST FOR
DEDICATIONS AND SPECIAL EVENTS

J. Policing, Parking and Escorting (cont)	WHO?	DATE COMPLETED?
20. Estimate of number of cars _____		
21. Number of parking spaces required		
a. Cars _____		
b. Buses _____		
22. Location of parking space for loading and unloading VIP's_____		
23. Identification sticker or card for official and VIP cars_____		
24. Location of parking space for news representatives_____		
25. Location of public parking areas.		
26. Indicate where and when traffic will be cut off and reopened_____		
27. Do parking lots provide for rapid "drain-off" after event is over?		
28. Will a shuttle bus system be used? If so, describe who will furnish buses and arrangements that have been made_____		
29. Have you arranged for the escorting and transportation of distinguished guests, their wives, and similar persons? (include Supervisor's wife and/or secretary) (Also see 1.4)		

CHECKLIST FOR
DEDICATIONS AND SPECIAL EVENTS

K. OTHER POINTS to be covered on or before the big day

1. Have you made motel accommodations for distinguished guests? _____ _____

2. Have you distributed special identification stickers or cards for VIP and Official cars? (see J-23) _____ _____

3. Have you conducted a final inspection of personnel and facilities? _____ _____

4. Have you issued a permit for consession operations during the program? If so, give the name of the consessionaire and explain the arrangements made _____ _____ _____
_____
_____

5. Have you issued identification badges or ribbons to members of your staff and committee members? _____ _____

6. Gift for speakers and memento for staff? _____ _____

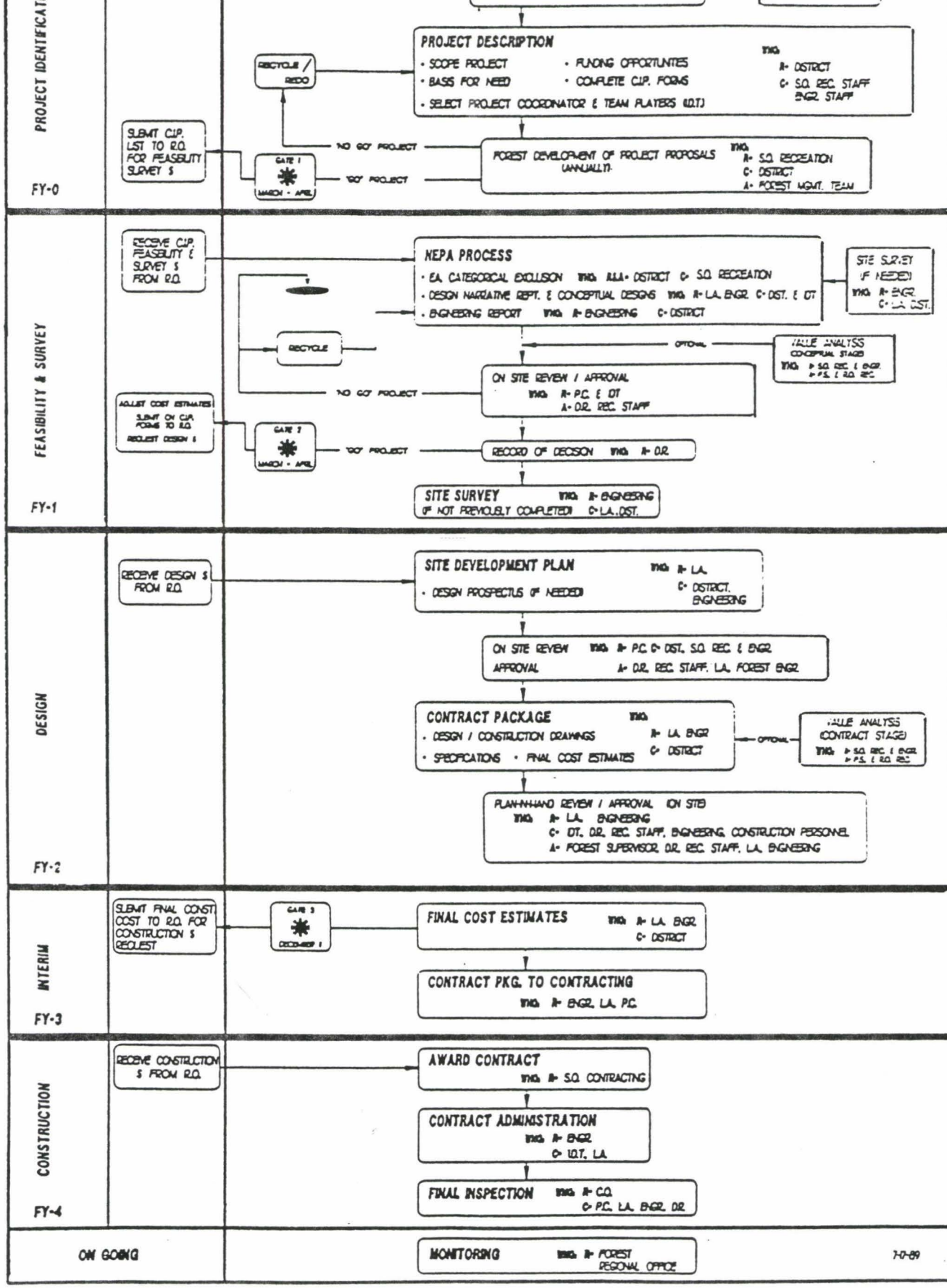
CHECKLIST FOR
DEDICATIONS AND SPECIAL EVENTS

L. POST DEDICATION	WHO?	DATE COMPLETED?
1. Clean-up of site		
2. Have you issued at least one "follow-up" news release?		
3. Have you written "thank-you" letters to:		
a. All program participants?		
b. Members of Congress who were present?		
c. Local organizations who may have assisted with the program?		
d. The bandleader, if a military band-the bandleader's commanding officer?		
e. Regional and Washington Office personnel who may have made material contributions to the program?		
f. Other Forest Service personnel who helped?		
4. Have you held a critique, giving a full appraisal of the event?		
5. Have you sent copies of the critique to the Regional and Washington Offices?		

KEY:
• - RO GATE
R - RESPONSIBLE TO COMPLETE
C - COULD HAVE RECOMMEND
A - APPROVAL

F-6

RECREATION, FACILITIES, AND TRAILS DEVELOPMENT PROCESS


PHASE / YEAR
FUNDING / R.O.
TASK
PROJECT IDENTIFICATION
FY-0
UPDATE PLAN, AS NECESSARY
FOREST LAND MANAGEMENT PLAN
DESIGN & DEVELOPMENT STRATEGY
MARKETING STUDY
PROJECT DESCRIPTION
• SCOPE PROJECT
• BASIS FOR NEED
• SELECT PROJECT COORDINATOR & TEAM PLAYERS (I.D.T.)
• FUNDING OPPORTUNITIES
• COMPLETE C.I.P. FORMS
WHO: R- DISTRICT C- S.O. REC. STAFF ENGR. STAFF
RECYCLE / REDO
SUBMIT C.I.P. LIST TO R.O. FOR FEASIBILITY SURVEY $
GATE 1
MARCH - APRIL
"NO GO" PROJECT
"GO" PROJECT
FOREST DEVELOPMENT OF PROJECT PROPOSALS (ANNUALLY)
WHO: R- S.O. RECREATION C- DISTRICT A- FOREST MGMT. TEAM
FEASIBILITY & SURVEY
FY-1
RECEIVE C.I.P. FEASIBILITY & SURVEY $ FROM R.O.
NEPA PROCESS
• EA, CATEGORICAL EXCLUSION WHO: R- DISTRICT C- S.O. RECREATION
• DESIGN NARRATIVE REPT. & CONCEPTUAL DESIGNS WHO: R- L.A. ENGR. C- DIST. & DT
• ENGINEERING REPORT WHO: R- ENGINEERING C- DISTRICT
SITE SURVEY (IF NEEDED) WHO: R- ENGR. C- L.A. DIST.
RECYCLE
OPTIONAL
VALUE ANALYSIS CONCEPTUAL STAGE WHO: R- S.O. REC. & ENGR. R- F.S. & R.O. REC.
ON SITE REVIEW / APPROVAL WHO: R- P.C. & DT A- D.R. REC. STAFF
"NO GO" PROJECT
ADJUST COST ESTIMATES SUBMIT ON C.I.P. FORMS TO R.O. REQUEST DESIGN $
GATE 2
MARCH - APRIL
"GO" PROJECT
RECORD OF DECISION WHO: R- D.R.
SITE SURVEY (IF NOT PREVIOUSLY COMPLETED) WHO: R- ENGINEERING C- L.A. DIST.
DESIGN
FY-2
RECEIVE DESIGN $ FROM R.O.
SITE DEVELOPMENT PLAN WHO: R- L.A. C- DISTRICT, ENGINEERING
• DESIGN PROSPECTUS (IF NEEDED)
ON SITE REVIEW WHO: R- P.C. C- DIST., S.O. REC. & ENGR.
APPROVAL A- D.R. REC. STAFF, L.A. FOREST ENGR.
CONTRACT PACKAGE WHO:
• DESIGN / CONSTRUCTION DRAWINGS
• SPECIFICATIONS • FINAL COST ESTIMATES
R- L.A. ENGR C- DISTRICT
OPTIONAL
VALUE ANALYSIS (CONTRACT STAGE) WHO: R- S.O. REC. & ENGR. R- F.S. & R.O. REC.
PLAN-IN-HAND REVIEW / APPROVAL (ON SITE) WHO: R- L.A. ENGINEERING C- DT, D.R. REC. STAFF, ENGINEERING, CONSTRUCTION PERSONNEL A- FOREST SUPERVISOR, D.R. REC. STAFF, L.A. ENGINEERING
INTERIM
FY-3
SUBMIT FINAL CONST. COST TO R.O. FOR CONSTRUCTION $ REQUEST
GATE 3
DECEMBER 1
FINAL COST ESTIMATES WHO: R- L.A. ENGR. C- DISTRICT
CONTRACT PKG. TO CONTRACTING WHO: R- ENGR. L.A. P.C.
CONSTRUCTION
FY-4
RECEIVE CONSTRUCTION $ FROM R.O.
AWARD CONTRACT WHO: R- S.O. CONTRACTING
CONTRACT ADMINISTRATION WHO: R- ENGR. C- I.D.T., L.A.
FINAL INSPECTION WHO: R- C.O. C- P.C. L.A. ENGR. D.R.
ON GOING
MONITORING WHO: R- FOREST REGIONAL OFFICE
7-10-89